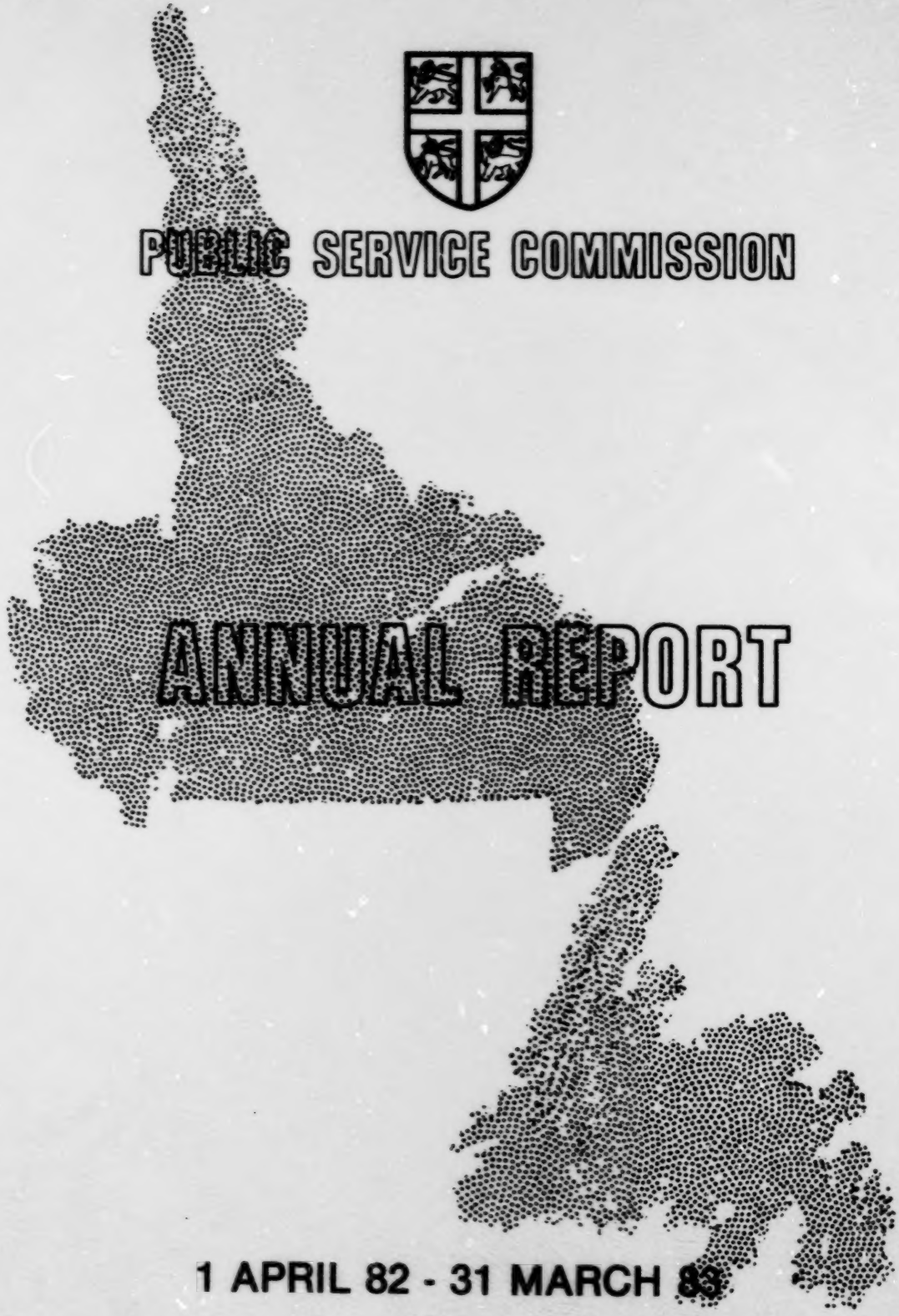

PUBLIC SERVICE COMMISSION

ANNUAL REPORT

1 APRIL 82 - 31 MARCH 83

NEWFOUNDLAND
PUBLIC SERVICE
COMMISSION

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December 12, 1983

The Honourable Haig Young
Minister of Public Works and
Services, and
Minister Responsible for the
Public Service Commission
Province of Newfoundland & Labrador

Dear Sir:

I have the honor to submit to you the following Annual Report of the Newfoundland Public Service Commission for the Fiscal Year ended March 31, 1983.

Respectfully submitted,

P. G. WITHERS
Chairman

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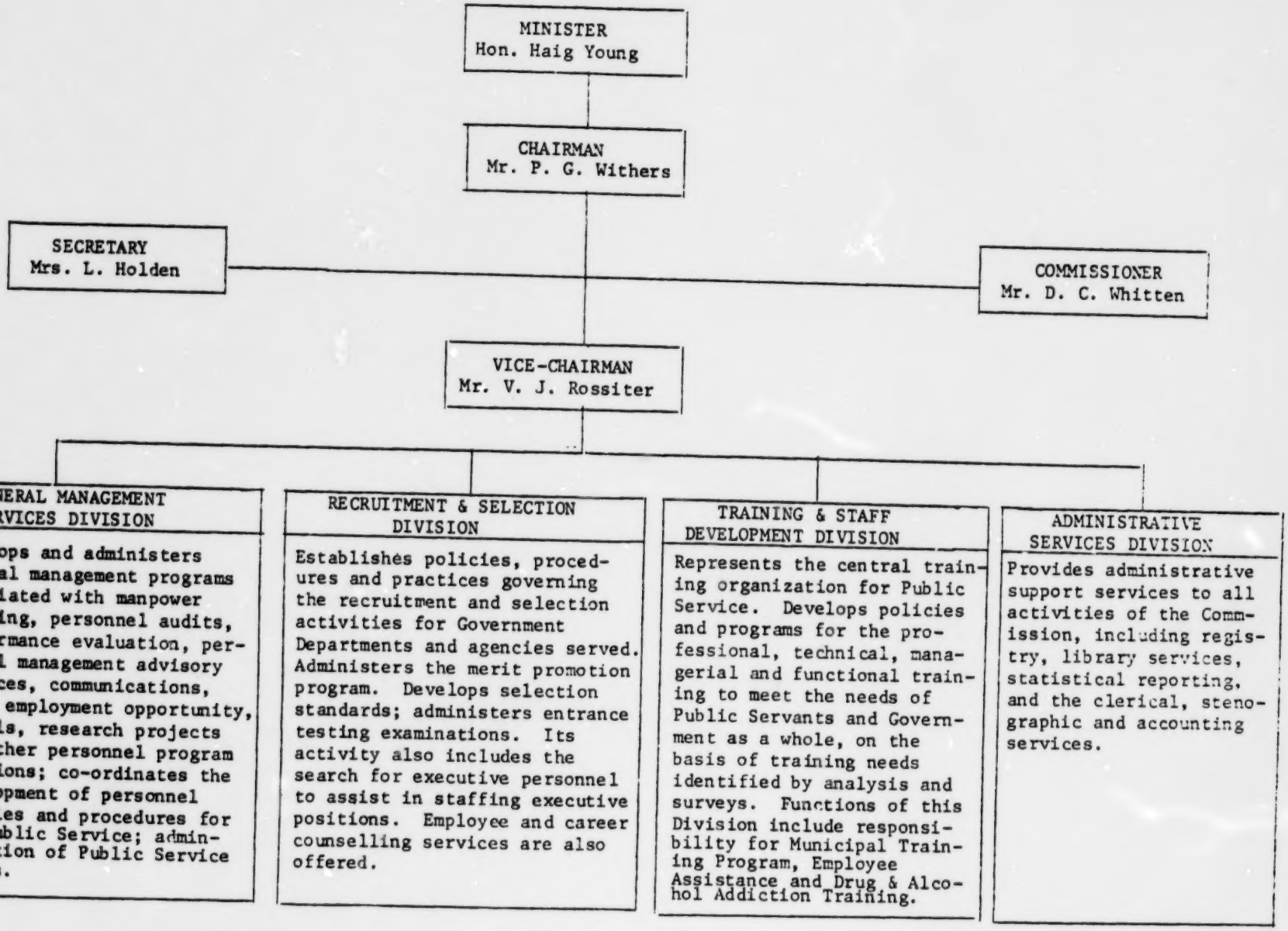

MINISTER
Hon. Haig Young
CHAIRMAN
Mr. P. G. Withers
SECRETARY
Mrs. L. Holden
COMMISSIONER
Mr. D. C. Whitten
VICE-CHAIRMAN
Mr. V. J. Rossiter
GENERAL MANAGEMENT SERVICES DIVISION
Develops and administers special management programs associated with manpower planning, personnel audits, performance evaluation, personnel management advisory services, communications, equal employment opportunity, appeals, research projects and other personnel program functions; co-ordinates the development of personnel policies and procedures for the Public Service; administration of Public Service Awards.
RECRUITMENT & SELECTION DIVISION
Establishes policies, procedures and practices governing the recruitment and selection activities for Government Departments and agencies served. Administers the merit promotion program. Develops selection standards; administers entrance testing examinations. Its activity also includes the search for executive personnel to assist in staffing executive positions. Employee and career counselling services are also offered.
TRAINING & STAFF DEVELOPMENT DIVISION
Represents the central training organization for Public Service. Develops policies and programs for the professional, technical, managerial and functional training to meet the needs of Public Servants and Government as a whole, on the basis of training needs identified by analysis and surveys. Functions of this Division include responsibility for Municipal Training Program, Employee Assistance and Drug & Alcohol Addiction Training.
ADMINISTRATIVE SERVICES DIVISION
Provides administrative support services to all activities of the Commission, including registry, library services, statistical reporting, and the clerical, stenographic and accounting services.

SECTION I

INTRODUCTORY COMMENTS

Despite a program of severe financial restraint which necessitated the imposition of a complete freeze on recruitment activities within the Public Service of the Province during the last five (5) months of the fiscal year under review, the overall activities of the Public Service Commission remained fairly consistent with previous years. This resulted from the development and expansion of new programs introduced the previous year in the area of Performance Review, Executive Development, Deputy Minister Appraisal, plus the assignment of responsibility for monitoring the Conflict of Interest Regulations and Guidelines which continued to broaden the Commission's mandate in the provision of personnel services to Government.

As you are aware, a change in leadership of the Commission during the year resulted in my appointment to the position of Chairman, replacing Mr. A. J. Goss, who served in that capacity since 1976. Because of the work of my predecessor and his colleagues on the Commission, this transfer of duties and responsibilities, which is in accordance with Government's announced policy of mobility within the Executive Group, was accomplished in a most effective and efficient manner.

The organizational structure and functional responsibilities of the Commission are outlined in the preceding chart. In the execution of the mandate outlined, the Commission considers the protection of the "merit principle" as its primary responsibility in recommending candidates for appointment to and promotion within the Public Service. We are pleased to report that again this year maximum support has been received from Government in upholding the application of this committment during the conduct and finalization of internal and public competitions.

Notwithstanding the fact of experiencing a sharp decline in the number of competitions conducted in comparison with former years, the Recruitment and Selection Division handled approximately forty-two thousand (42,000) contacts in person or by telephone requesting information as to the availability of employment or for counselling services. Some five thousand (5,000) applications were processed for specific position competitions. A total of six hundred and ninety-eight (698) vacant positions were filled under the Commission's jurisdiction. Six hundred and thirty-six (636) positions were recruited directly by the Commission, while some sixty-two (62) positions were filled by the various Departments of Government under delegated authority.

In the main, these competitions were conducted to fill existing position vacancies resulting from employee turnover and attrition. During the fiscal year, some one hundred and sixty-eight (168) positions were declared redundant throughout the Public Service. This number was largely composed of Instructors in Vocational Schools across the Province and employees of the Children's Home which was phased-out during the year. Wherever possible, the Commission continues to assist in placing these employees in other positions. As indicated in our previous report, our efforts in placing a number of employees of Hillview Lodge which closed this year were very successful. All employees who did not exercise their option for early retirement were located in other Institutions or placed in suitable positions elsewere in the Public Service.

During the year, the Chairman attended the 19th Annual Conference of Chief Executive Officers of Public Service Commissions across Canada, which took place in Toronto, Ontario, during the last week in June, 1982. These Conferences provide the opportunity to evaluate and discuss personnel policies and programs of mutual interest and concern to representatives of all jurisdictions.

In conjunction with the Department of Finance and the Newfoundland and Labrador Computer Services Corporation, the Commission developed and presented an extensive series of training courses to assist in the effective implementation of a new computerized accounting system (CAPS). Some two hundred and fifty (250) accounting and administrative personnel participated in fifteen (15) courses during a ten (10) week training period. During fiscal year 1982-83, approximately five hundred (500) employees participated in personnel, supervisory and management courses. This reflects the Commission's emphasis on the provision of management training and development opportunity in the Public Service. We will continue to broaden our offerings in management training and development to ensure that our managers are familiar with personnel procedures and processes in Government and with the latest in management approaches and techniques.

As part of a Federal/Provincial Subsidiary Agreement for Coastal Labrador, the Commission is committed to the administration of a Community Manager Program, which is cost-shared 90/10 by the two (2) jurisdictions. During the year, extensive consultations were held with Community leaders on the Labrador Coast and formal agreements were signed with eleven (11) Eastern and Southern Labrador Communities. The hiring of Community Managers and the development of appropriate training courses will continue during the next fiscal year.

The Employee Assistance Program continues to progress with

an average of fifteen (15) to twenty (20) employees enrolled in the Program at any one time. As a result of discussions and agreement with representatives of Treasury Board, the Newfoundland Association of Public Employees, and the Association of Management Employees, a revised policy statement has been finalized for presentation to Cabinet for approval. The success of this Program to date augurs well for future development and expansion of the aims and objectives to which it is committed.

In the area of Equal Employment Opportunities, a variety of activities were initiated or continued by the Staffing Officer responsible for the Program during the year under review. Initial steps were undertaken to facilitate a survey of Government employees to determine the relative position of women and men within the Newfoundland Public Service. Research has also continued in the area of affirmative action for specified target groups and information has been compiled as a first step towards the development of a policy to address this area.

During the year, Government approved the Commission's recommendation to introduce a results based Performance Review Program for all senior management employees in the Newfoundland Public Service. One of the features recommended by the Commission was the inclusion of an Inter-Departmental Steering Committee to oversee the implementation of the Program. Also, each Department has appointed a Performance Review Co-ordinator who arranges the participation of executives and managers so that the Steering Committee can have access to the views of each Department on the desired format and characteristics of the Performance Review Program. Following receipt of the Steering Committee's recommendations, the Commission will seek Cabinet approval for the design of the Program and recommend an implementation schedule.

Through the process of the University Recruitment Program during 1982-83 fiscal year, some sixteen (16) graduates of Memorial University were hired by the Commission. Following an intensive program of on-the-job training and development, these individuals will be qualified to compete for hard-to-fill positions in such professional categories as Bridge Engineer, Municipal Planner and Civil Design Engineer.

SECTION II

RECRUITMENT AND SELECTION DIVISION

Objectives

The Recruitment and Selection Division of the Public Service Commission has the responsibility for the recruitment and selection of employees to permanent positions within the Public Service. All recommendations made to the Departments and Agencies served by the Commission are in accordance with the Merit Principle. Internal and public competitions are conducted to ensure that the best possible candidates are recommended for appointment to the Public Service.

The Division is also responsible for promoting employees, placing employees whose positions have been declared redundant, Career Counselling to Government employees and members of the general public and providing a placement follow-up on all new appointments to the Public Service. In addition, the Division conducts audits on all staffing actions undertaken by Departments under delegated Staffing Authority by the Commission.

Staffing Officers of the Public Service Commission made twenty (20) visits to different areas of the Province during the year in order to conduct interviews and administer tests to applicants for entry level positions.

Interest was extremely high for forty-eight (48) entry level positions in the Royal Newfoundland Constabulary, for which recruitment action was undertaken again this year by the Commission. This competition attracted six hundred and fifty-five (655) applications. Applications were received from every area of the Province, and it was necessary to travel to these areas in order to conduct examinations and interview applicants. During the interviewing stage of the Selection Process, two hundred and twenty-four (224) applicants were interviewed.

Mounting unemployment has the effect of increasing the number of residents seeking assistance in their search for employment. This year there was a notable increase in the number of people who called at our office requesting information on job openings and how they should apply for a position within the Public Service.

Delegated Staffing Authority has been assigned to seven (7) Departments of Government to conduct the recruitment of positions in designated Occupational Groups. During the year Audits were accomplished in the Departments of Public Works and Services, Education and Social Services. A new system to review delegated Staffing Authority was introduced during the year. Departments will now submit to the Commission for review each competition file,

immediately following an appointment to the position rather than waiting until several months before a review takes place as was the former practice.

One hundred and sixty-eight (168) positions were declared redundant throughout the Public Service in 1982-83. This number is largely comprised of fourteen (14) School Instructors in Vocational Schools, and one hundred and fifteen (115) employees of the Children's Home. It was reported last fiscal year that the Commission had assisted in the placement of a number of employees of Hillview Lodge. During this year, and with the closure of the Institution, all employees who did not exercise their option for early retirement were located in other Institutions or placed in positions within the Public Service.

Nineteen (19) candidates were recruited for the Penitentiary Service during the Fiscal Year. The advertisement for these positions attracted four hundred and twenty-five (425) applicants from all regions of the Province. All applicants were administered an entrance examination and one hundred and thirty-five (135) persons were interviewed.

In addition to the recruitment of entry level positions for the Royal Newfoundland Constabulary and the St. John's Fire Department, the Commission is also represented on the Promotional Boards for these two (2) services. The Promotional Boards are responsible for ensuring that Promotional Procedures as outlined in the Collective Agreements for both Services are accomplished in a fair and consistent manner.

Activities

During the fiscal year under review five thousand, one hundred and two (5,102) applications were received and processed in the filling of six hundred and thirty six (636) positions throughout the Public Service. In addition, some sixty-two (62) positions were staffed directly by the various Departments under delegated authority. A total of eight hundred and sixty-six (866) applications were processed in filling these positions. It will be noted that these numbers represent a significant decrease to those reported in the Fiscal Year 1981-82. This reduction resulted from severe restraint measures which were introduced by Government in November 1982. During the year, sixty-four (64) requests for Staff Appointment were cancelled by Departments.

The following table illustrates the level of Staffing activity over the past three years.

FISCAL YEAR	TOTAL NUMBER COMPETITIONS	TOTAL NUMBER OF APPLICANTS
1980-81	1,273	14,508
1981-82	1,263	15,785
1982-83	514	5,102

- Testing Unit

The main responsibility of the testing unit is to provide Departments and Agencies with qualified personnel to staff Secretarial positions. The following categories of positions are filled by the Unit from an applicant supply system; Clerk I and II, Clerk-Typist I and II, Clerk-Stenographer I and II and Court Reporters.

The Unit also has the responsibility for administering the Public Service examinations for all entry level Clerical, Stenographic, Typing and Court Reporter positions.

The table below represents the level of activity in the Testing Unit over the past two years:

FISCAL YEAR	NUMBER POSITIONS FILLED	NUMBER TESTS ADMINISTERED	NUMBER APPLICATIONS RECEIVED
1981-82	315	4,216	3,438
1982-83	140	2,375	2,134

- Recruitment

In the fiscal year a total of fourteen (14) written complaints were received from persons who had made applications for employment within the Public Service. Eleven (11) requests were received from applicants who wanted to know the reasons why they did not qualify in various competitions. Two (2) complaints were received in connection with applications which were submitted after the closing dates established for competitions. While one (1) complaint was received from a person outside the Province who wasn't considered in a competition which was advertised locally.

The Newfoundland Association of Public Employees complained on two (2) occassions about the procedure used in the filling of entry level positions. Meetings were held with officials of the organization, and the matter was resolved.

There was one (1) arbitration hearing during the year dealing with the application of seniority clause of the HS Collective Agreement. The decision of the Selection Board was upheld.

SECTION III

STAFF DEVELOPMENT AND TRAINING DIVISION

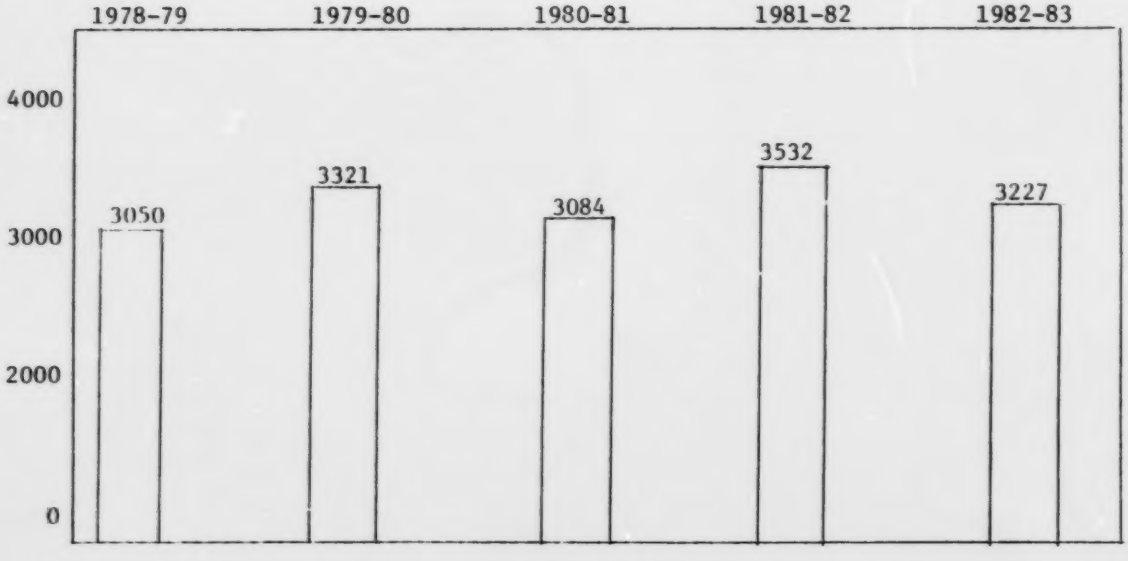
OVERVIEW

Financial restraint had its impact on our staff training activities although participation of public servants in our internal training programs remained very high. Three thousand two hundred twenty-six (3,226) employees participated in three hundred forty-seven (347) courses, down almost ten percent (10%) from last year's level of participation. One of the major causes of this reduction was the virtual elimination, for half of the fiscal year, of the subsidization of fees for employees on external courses and workshops.

The table below illustrates the level of participation of employees in the last five (5) years. In the main, participation has been consistently high with an estimated one third (1/3) of the work force taking a course in each fiscal year.

TABLE I

NUMBERS OF PARTICIPANTS, BY FISCAL YEAR, IN TRAINING PROGRAMS, FOR FISCAL YEARS, 1978 - 1983.



In the conduct of the Staff Development and Training activity, the courses, seminars and projects can be grouped under ten (10) program areas. A breakdown of the participation level and the numbers of person days of training for each program area is indicated in Table II below.

TABLE II

NUMBERS OF COURSES, PARTICIPANTS AND PERSON DAYS OF TRAINING FOR FISCAL YEAR 1982-83 BY PROGRAM AREA

	PROGRAM AREA	NUMBERS OF COURSES	NUMBERS OF PARTICIPANTS	NUMBERS OF PERSON DAYS TRAINING
1.	Executive Course Program	5	37	57
2.	Management & Supervisory Development Program	33	489	1,017.5
3.	Administrative & Support Staff Training	23	369	603
4.	Training in Social Field	5	96	223
5.	Computer Course Program	32	210	342.5
6.	Special Training Programs	75	1,230	2,918
7.	Municipal Training Programs	10	379	787
8.	Personnel Planning Projects	10	10	-
9.	Part-time, Correspondence and Night Course Programs.	76	148	-
10.	Pre-Employment Training	2	65	5,400
11.	Individualized Course Program	76	193	340
	TOTALS	347	3,226	11,688

Highlights of this Fiscal Year

- A highlight for the Commission was the joint effort of our Department of Finance, Newfoundland and Labrador Computer Services and the Commission in developing an extensive series of training courses to assist in the effective implementation of a new computerized accounting system (CAPS). Over two hundred fifty (250) accounting and administrative personnel participated in fifteen (15) courses in a ten (10) week training period just prior to the start-up of the system. A full assessment of this training is underway although preliminary indications from the Department of Finance are that the training component was and remains critical to the successful implementation of the new Program.

- Further progress has been made with our Employee Assistance Program with an average of fifteen (15) to twenty (20) employees formally enrolled in the Program at any one time. These employees are provided counselling and other specialized services in order to resolve personal problems that are affecting their work performance.

  Also the Commission has completed successful negotiations with representatives of Treasury Board, Newfoundland Association of Public Employees and the Newfoundland Association of Management Employees in finalizing a revised policy statement for the Program. It is expected that this statement will be approved by Cabinet in the next fiscal year.

- Increasingly the internal Staff Training Program of the Commission reflects its priority of providing management training and development opportunities in the Public Service. In Fiscal Year 1982-1983, a total of approximately five hundred (500) personnel participated in personnel, supervisory and management courses. It is the Commission's intention to continue to broaden its offerings in management development to ensure that Departmental executive and management personnel are fully familiar with the personnel processes in place in the Provincial Government and with the latest in management approaches and techniques.

- Enrollment in the Computer Course Program expanded thirty-five percent (35%) over the prior fiscal year with two hundred ten (210) employees completing thirty-two (32) courses. An additional feature of the program this year includes the provision of three (3) courses utilizing computer-assisted instruction to complete the courses. This enables employees to take courses at terminals in their own office areas. Other courses are planned to be adopted next year to enable them to be completed using this approach.

- Training in the Municipal Field continues to remain at a high level with ten (10) courses and almost four hundred (400) participants.

A core group of forty (40) Municipal Administrators are progressing through the Certificate Program in Municipal Administration. This first class is expected to graduate in 1984.

The Commission was formally requested last year by the Department of Municipal Affairs and the Intergovernmental Affairs Secretariat to assume responsibility for the administration of a Community Manager Program for Coastal Labrador. The Program is part of the Subsidiary Agreement for Coastal Labrador and is 90/10 cost shared by the Federal and Provincial Governments. During Fiscal Year 1982-1983 extensive consultation has been held with community leaders on the Coast and formal participation agreements signed with eleven (11) Eastern and Southern Coastal Labrador communities. The hiring of the Community Managers and the development of appropriate courses for them will be the priorities for this Program in the next fiscal year.

- Under its Personnel Planning Program, the Commission funded ten (10) different projects. This approach involves identifying high calibre employees and enrolling them in extended Educational Programs in order to avoid costly external recruitment activity. The Commission is gratified that Departments have become more involved in this Program as long-range personnel planning within Government is a sound management practice.

- Under the Tuition Subsidization Program, seventy-two (72) employees successfully completed courses in either the C.G.A. or R.I.A. course programs. Sixty-two (62) employees were enrolled in the Certificate Program in Public Administration and thirteen (13) in the Certificate Program in Criminology. One hundred ninety-three (193) other employees were sponsored on external courses or workshops which were identified as required for their jobs.

SECTION IV

GENERAL MANAGEMENT SERVICES DIVISION

Performance Review Program

In June 1982, Cabinet approved the Commission's recommendation to introduce a results based Performance Review Program for all senior management employees in the Newfoundland Public Service, i.e. Assistant Deputy Ministers and members of the Management Pay Plan. One of the features recommended by the Commission was the inclusion of an Inter-Departmental Steering Committee to oversee the implementation of the Program. In September, 1982, the Commission appointed a Committee, chaired by the Deputy Minister of Health, with representatives of the Management and Executive Groups and the Newfoundland Association of Management Employees.

Although the long term objective of the Committee is to manage the design, introduction and ongoing review of the Program, to date, the Committee has concerned itself with Program design. To ensure the Program meets the needs of the Newfoundland Public Service, the Committee has consulted widely with all affected employees before finalizing the details of the Program. As required in the Cabinet Order approving the Program, each Department has appointed a Performance Review Co-ordinator who has arranged the participation of executives and managers so that the Steering Committee was able to receive each Department's views on the desired characteristics of the Performance Review Program in December, 1982, and a reaction to the first draft of the Procedures which were circulated in February, 1983.

It is anticipated that the Steering Committee will be submitting its recommendations to the Commission early in the new fiscal year, at which time the Commission will seek Cabinet approval for the details and design of the Program and recommend an implementation schedule.

In June, 1982, the Premier announced the introduction of a Deputy Minister Performance Appraisal Plan. Prior to its implementation in September, 1982, the Commission was requested to arrange executive briefing sessions to familiarize Deputy Ministers with the concept and mechanics of executive appraisal. The Commission feels that executive level participation in a Performance Review Exercise will be instrumental in the later success of the Management Performance Review Program.

Conflict of Interest Regulations

Conflict of Interest Regulations approved on December 31, 1982, came into force February 1, 1983. The objective of the Regulations is to provide public employees with greater certainty as to what is expected of them in relation to actual or potential conflict of interest situations, thereby preventing such situations from arising. The Regulations outline certain restrictions on the conduct of public employees and a mechanism to deal with problems that may arise.

While the responsibility for the implementation and administration of these Regulations rests with each Department Head, the Public Service Commission has an overall responsibility to disseminate information relating to the Regulations, ensure uniform standards of administration and provide advisory services.

Prior to the Regulations coming into effect, each Department appointed a person to ensure all employees are fully informed of their existence and intent. In this regard, an Information Bulletin and copies of the Regulations were provided to each Department for distribution. Later, briefing sessions were organized to assist senior management with the interpretation and administration of the Regulations.

University Recruitment Program

In the Spring of 1982, sixteen (16) graduates of Memorial University were hired under the University Recruitment Program. The objective is to staff hard-to-fill positions by recruiting individuals with the appropriate academic background and by providing specific training and development programs to fully qualify them while on the job. Individuals were hired into various positions such as Municipal Planner, Bridge Engineer and Civil Design Engineer.

Equal Employment Opportunities

A variety of activities related to Equal Employment Opportunities continued during the past fiscal year.

The Staffing Officer responsible for this area continued to interview on an individual basis applicants having disabilities to explain recruitment and selection procedures and employment opportunities within the Newfoundland Public Service. As a result of a mail compaign during the Winter of 1983, all applications on file from this group were updated and integrated into the existing Applicant Supply File System. Opportunities for members of this group were considerably reduced due to the effects of the Financial Restraint Program and hiring freeze.

The main emphasis of activities was to conduct research in a number of designated areas. Initial steps were taken to facilitate a survey of Government employees to determine the relative position of women and men within the Newfoundland Public Service. There has been an increasing number of referrals to the Public Service Commission of Government workers injured-on-duty who have been assessed as being unable to return to their regular duties. Preliminary examination was made of the procedures used to manage this group, and an information session organized for representatives of line Departments and personnel from the Workers' Compensation Board. Further research will be undertaken with the goal of developing guidelines to foster effective management of this area. Research has also continued in the area of affirmative action for specified target groups and information has been compiled as a first step towards the development of a policy to address this area.

Finally, the Staffing Officer responsible for Equal Employment Opportunities continues to provide information sessions regarding employment opportunities in the Newfoundland Public Service and Recruitment and Selection Procedures to a number of special interest groups, and to receive referrals from and otherwise co-operate with related community agencies.

Service Recognition

The Service Recognition Program is intended to recognize significant points in the careers of Public Servants. During the year, just over two hundred (200) employees were presented with Long Service Certificates on the anniversary date of having achieved 20, 25 or 35 years of Public Service. In addition, one hundred and fifty (150) Public Servants were presented with Certificates and gifts on the occasion of their retirement from the Public Service of the Province.